

## ACSC AY 12 Spring Elective Course Syllabus (ELB)

### Cross-Cultural Perspectives in Negotiations

**Negotiation Instructor: Dr Stefan Eisen Jr.**

**Description:** This course develops the understanding needed to better negotiate conflict management between parties with cultural and / or organizational differences in their approach to negotiations. Emphasis is placed on cross-cultural factors and their impact on the negotiating styles and strategies of the involved parties. Topics in the course include how different cultures view and use the concepts, processes and intended results of a negotiation.

**Course Objective:** This course is a comparative models course and examines features of Western negotiations approaches and non-Western frameworks. Specifically, students will develop a better understanding of how selected European, Middle Eastern, South American and Pacific Rim cultures might approach negotiations.

### Desired Learning Outcomes (DLO)s:

1. Assess the nature of negotiations as it is shaped and influenced by cultural contexts.
2. Formulate an intellectual framework to help you analyze negotiation problems in a cultural context.
3. Assess the differences between how representative cultures approach the negotiations process.
4. From the models presented and given a situation, synthesize a potential approach to cross-cultural negotiations.

**AF ICL: F2**

**SAE: 1**

**JPMELA (I): 4f**

### Deliverables and Evaluation:

1. Course Deliverable #1: Negotiation Baseline Paper: P/F -- due COB ELB1
2. Course Deliverable #2: Course Paper / Case Study / Book Analysis (Student choice); 40% -- due COB ELB 10
3. Seminar preparation / participation (to include in-class presentation of book analysis / case study or research) – 20%
4. Course Deliverable #3: Final Exam; 40% -- due COB ELB11

Course Deliverable #1: Negotiation Baseline Paper. You will be given a short negotiation scenario that outlines a certain negotiating situation. Without research, you will provide your personal perspective on how you might approach this negotiation. This is a Pass/Fail graded event to help determine your baseline understanding of negotiating concepts. The paper is limited to a maximum of 4 pages.

### Course Deliverable #2: Course Paper / Case Study / Book Analysis (Student choice)

1. Course Paper or Case Study: You will develop a 7-9 page paper that assesses a negotiating situation in a cross-cultural context. The source materials for assessment framework(s) are contained in the course materials. Students may pick a framework of their choice (NPSC,

Zartman, etc.) and then assess a negotiations situation against the framework. The source of the negotiations situation may be personal experience, the observation of others in a negotiations process, or research of ongoing or recent negotiations. The *desired level* of the negotiations should be the operational level (senior staff function, group command or higher, or a deployed situation). The desired outcome is an analysis that helps answer the following:

- a. Describe the cross-cultural context (description of the negotiations as they occurred, description of the desired and actual outcome(s);
- b. An assessment of the negotiations against a selected framework. If the framework was followed, an assessment of the strengths and weaknesses of the framework;
- c. If no framework was followed, how might the application of a selected framework have increased the chances for success; and
- d. What role did cultural considerations play in the process? Was it effective? Why or why not?

2. Book Analysis: You also have the option of presenting a 7-9 page book analysis on one of the following titles (or suggesting one of your own). The book must be approved by the course faculty.

1. Avruch, Kevin. *Culture & Conflict Resolution*. Washington, D.C.: United States Institute of Peace, 1998.
2. Bazerman, Max H., and Margaret Ann. Neale. *Negotiating Rationally*. New York: Free, 1992.
3. Blaker, Michael, Paul Giarra and Ezra Vogel. *Case Studies in Japanese Negotiating Behavior*. Washington, D.C.: United States Institute of Peace, 2002.
4. Brett, Jeanne M. *Negotiating Globally: How to Negotiate Deals, Resolve Disputes, and Make Decisions across Cultural Boundaries*. San Francisco: Jossey-Bass, 2001.
5. Camp, Jim. *No: the Only Negotiating System You Need for Work and Home*. New York: Crown Business, 2007.
6. Cohen, Herb. *You Can Negotiate Anything*. Secaucus, N.J.: L. Stuart, 1980.
7. Corvette, Barbara A. Budjac. *Conflict Management: a Practical Guide to Developing Negotiation Strategies*. Upper Saddle River, NJ: Pearson Prentice Hall, 2007.
8. Crocker, C.A. et al. (Eds.), *Herding Cats, Multiparty Mediation in a Complex World*. Washington, DC: United States Institute of Peace Press, 2001
9. Downs, Chuck. *Over the Line: North Korea's Negotiating Strategy*. Washington, D.C.: AEI, 1999.
10. Fisher, Roger, and Daniel Shapiro. *Beyond Reason: Using Emotions as You Negotiate*. New York: Viking, 2005.
11. Goodwin, Deborah. *The Military and Negotiation: the Role of the Soldier-diplomat*. London: Frank Cass, 2005.
12. Howard, Nigel. *Confrontation Analysis: How to Win Operations Other than War*. Vienna, VA: Evidence Based Research, 1999.
13. Karrass, Chester Louis. *The Negotiating Game: How to Get What You Want*. New York, NY: HarperBusiness, 1992.
14. Snyder, Scott. *Negotiating on the Edge: North Korean Negotiating Behavior*. Washington, D.C.: United States Institute of Peace, 1999.

15. Starkey, Brigid, Mark A. Boyer, and Jonathan Wilkenfeld. *Negotiating a Complex World: an Introduction to International Negotiation*. Lanham, Md.: Rowman & Littlefield, 1999.
16. Trompenaars, Alfons. *Riding the Waves of Culture: Understanding Diversity in Global Business*. Burr Ridge, Ill.: Irwin Professional Pub., 1994.
17. Ury, William. *Getting past No: Negotiating with Difficult People*. New York: Bantam, 1991.
18. Wittes, Tamara Cofman. *How Israelis and Palestinians Negotiate: a Cross-cultural Analysis of the Oslo Peace Process*. Washington, D.C.: United States Institute of Peace, 2005.
20. Wittes, Tamara Cofman. *How Israelis and Palestinians Negotiate: a Cross-cultural Analysis of the Oslo Peace Process*. Washington, D.C.: United States Institute of Peace, 2005.
21. Zartman, I. William., and J. Lewis Rasmussen. *Peacemaking in International Conflict: Methods & Techniques*. Washington, D.C.: United States Institute of Peace, 1997.

Some considerations for structuring your book analysis might include:

- a. Does the author present a new / different approach to negotiations than what is considered the US business standard (i.e. the Interest-Based Negotiations (IBN) model)? If so, presented approach superior? If so, how do you justify that conclusion? If not, what are the weaknesses in the presented approach when compared to the IBN approach (or other model, such as the NPSC)?
- b. Would you have this book on your desk 10 years from now? Would you find it useful as a personal reference or as a reference to teach others how to be better negotiators (mentoring)?
- c. Is the book focused or general? If it focuses on one aspect of negotiations, what is the strength of that focus and what might the focus be missing (dialectic)? If it is a general approach, what might it be glossing over or not addressing in correct proportion?

Book analysis resource: <http://www.au.af.mil/au/awc/awcgate/awc-thkg.htm#bookreview>

### **Texts:**

1. Binnendijk, Hans (ed). *National Negotiating Styles*. United States Institute of Peace, Washington D.C., 1987.
2. Breslin, J.W. and J.Z. Rubin (eds.). *Negotiation Theory and Practice*. The Harvard Program on Negotiation Books, Cambridge, MA, 1999.
3. Cogan, Charles, *French Negotiating Behavior*. United States Institute of Peace, Washington D.C., 2003.
4. Cohen, Raymond, *Negotiating Across Cultures*. United States Institute of Peace, Washington D.C., 1997.
5. Moore, Christopher W. and Peter J. Woodrow. *Handbook of Global and Multinational Negotiation*. Jossey--Bass, San Francisco, 2010.
6. Smyser, W. R., *How Germans Negotiate*. United States Institute of Peace, Washington D.C., 2005.

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### **ELB01: Introduction, Western and Non-Western Culture: Part I (The Wheel of Culture)**

#### **Readings:**

1. Moore, Christopher W. and Peter J. Woodrow. *Handbook of Global and Multinational Negotiation*. Chapter 2: The Wheel of Culture (21 - 60).
2. Moore, Christopher W. and Peter J. Woodrow. *Handbook of Global and Multinational Negotiation*. Chapter 4: Cross-Cutting Issues in Negotiation (77 - 101).
3. Cohen, Raymond. *Negotiating Across Cultures*. Chapter 3: Intercultural Dissonance: A Theoretical Framework (pp 25 - 43).

### **ELB02. Western and Non-Western Culture: Part II (Cultural Illustrations)**

#### **Readings:**

1. Moore, Christopher W. and Peter J. Woodrow. *Handbook of Global and Multinational Negotiation*. Chapter 3: Strategies for Global Intercultural Interactions (61-76).
2. Moore, Christopher W. and Peter J. Woodrow. *Handbook of Global and Multinational Negotiation*. Chapter 8: Cultural Patterns in Information Exchange (221 – 246).

### **ELB03. Negotiations in the European context: Germany**

#### **Readings:**

1. Smyser, W.R. *How Germans Negotiate*. Chapter 1: The Foundation: Geography, History, Philosophy, and Economics (pp 11 - 56).
2. Smyser, W.R. *How Germans Negotiate*. Chapter 2: The Principle Elements of a Negotiating with Germans (page 57 to the bottom of page 60; page 67 (begin at mid-page with the three block “marker”). to the bottom of page 92; page 96 (begin at mid- page with the three block “marker”). to the bottom of page 97).).

#### **Group Readings:**

- Group 1. Smyser, W.R. *How Germans Negotiate*. Chapter 3: The German Negotiator: Personality and Tactics (page 106 (begin at top of page with paragraph “German diplomats say that...”). to page 109 (half-way down, paragraph ending with “...not give up on his own relations with Moscow.”); page 112 (begin with “The Use of Time”). to page 117 (up to “Entertainment”); page 119 (begin with “Language”). to page 132.

- Group 2. Smyser, W.R. *How Germans Negotiate*. Chapter 6: The Future of German Negotiating Behavior (pp 185 - 193). and Smyser, W.R. *How Germans Negotiate*. Chapter 7: How to Negotiate with Germans (pp 197 - 213).

### **ELB04. Negotiations in the European context: France**

#### **Readings:**

1. Harrison, Michael M. “The Diplomacy of a Self-Assured Middle Power”. *National Negotiating Styles*. In Binnendijk, Hans (ed). (pp 75-104).
2. Cogan, Charles. *French Negotiating Behavior*. Chapter 7: Looking Ahead (pp 257 - 271)
3. Case Study—“The Dispute over NATO’s Southern Command”. In Cogan, Charles. *French Negotiating Behavior*. Chapter 5: Case Studies (pp 163 - 186).

**ELB05. Negotiations in the Pacific Rim****Readings:**

1. Solomon, Richard H. "China: Friendship and Obligation in Chinese Negotiating Style". In Binnendijk, Hans (ed). *National Negotiating Styles*. (pp 1-16).
2. Thayer, Nathaniel B. and Stephen E Weiss. "Japan, The Changing Logic of a Former Minor Power". In Binnendijk, Hans (ed). *National Negotiating Styles*. (pp 45-74).

**ELB06: Russia: Negotiating in the shadow of the Soviet Union. Mexico: Negotiating with a Neighbor.****Readings:**

1. Sloss, Leon and M. Scott Davis. "The Soviet Union: The Pursuit of Power and Influence Through Negotiation". *National Negotiating Styles*. In Binnendijk, Hans (ed). (pp 17 – 44).
2. Grayson, George W. "Mexico: A Love-Hate Relationship with North America. *National Negotiating Styles*. In Binnendijk, Hans (ed). (pp 125 - 147).

**ELB07: Negotiating on the Unknown Continent. Mission to Ecoutaria / Mission to Benga****Readings:**

1. Miller, Jack. *Mission to Ecoutaria*. (CD-Rom, separate issue)
2. Eisen, Stefan Jr. *Benga* (CD-Rom, separate issue)

**ELB08. Negotiations in the Middle-Eastern context (Iraq and Egypt).****Readings:**

1. Wunderle, William D. (LTC, USA). "Through the Lens of Cultural Awareness: A Primer for US Armed Forces Deploying to Arab and Middle Eastern Countries." (pp 23-51 – electronic copy in the shared folder).
2. Quandt, William B. "A Strong Sense of National Identity". In Binnendijk, Hans (ed). *National Negotiating Styles*. (pp 105-124).
3. Solomon Richard H. and Nigel Quinney. Chapter 14: Negotiating with Savior Faire: Twelve Rules for Negotiating with the United States. *American Negotiating Behavior*. (pp 279-289).

**ELB9: YBRBrown Multiparty Negotiation Exercise****Readings:**

1. SAF/GCD and AF NCE YBRBrown Multiparty Negotiations Exercise. (separate handout).
2. SAF/GCD and AF NCE. YBRBrown confidential instructions (4 sets: separate handout).
3. Eisen, Stefan Jr. The CNS Worksheet (separate handout).

**ELB10: In-Class presentation of the Book Analysis (Course Paper / Case Study / Book Analysis due).****Readings: None**

**ELA11: Course Deliverable #3: Final Exam**

The in-class, open-book, open-notes exercise requires you to take a scenario and assess how Western and Non-Western perspectives and approaches to negotiations may impact the process and potential outcome(s).